MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2017/2018

BRS2014 – RECRUITMENT AND SELECTION

(All sections / Groups)

16th OCTOBER 2017
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of **FOUR (4)** pages with **FOUR (4)** Questions only.
2. **ANSWER ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

Each question carries 25 marks.

ANSWER ALL FOUR (4) questions. **(Total: 100 marks)**

Wanted: A pioneering spirit

American biotechnology firm Amgen launched its ambitious new Singapore facility in November last year. Its HR Director, Phua King Song, reveals more about the company's journey in hiring its first batch of highly-skilled talent.

Amgen also recently announced the construction of another facility in Singapore. This upcoming plant will produce an active ingredient used to treat myeloma, a type of cancer. As biotechnology is a relatively new field in Singapore, one of the main HR challenge faced by Amgen has been finding candidates with the requisite skills, qualities and, ideally, experience in the industry, says Phua King Song, HR Director, Amgen Singapore.

A further challenge faced by Amgen is the fact that its particular bio-manufacturing strategy requires a more complex skillset than a conventional facility. "Being the first of its kind, we have little prior expertise to fall back on and our employees will need to have as much pioneering spirit as scientific understanding," Phua says.

Amgen Singapore has hired around 75 local staff so far, and is looking to increase that pool to 125 by year-end. It plans to hire as many as 200 staff in the coming years.

Source adapted from: http://www.malaysia.hrmasia.com/content/wanted-pioneering-spirit

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QUESTION 1

(a) Top management of Amgen would like to know if future staffing activities should be outsourced or conducted in-house.

As the recruitment manager, suggest to the CEO of Amgen that outsourcing staffing would be a more appropriate choice. Support your recommendations with the reasons why Amgen should outsource staffing.

(10 marks)

(b) Identify and discuss **THREE (3)** external influences of Amgen's HR and staffing planning.

(15 marks)
(Total: 25 marks)

QUESTION 2

(a) In order for Amgen to acquire a workforce that will be effective in terms of human resource outcomes such as performance, satisfaction and retention, a thorough and accurate information about job requirement and competencies is critical.

Briefly explain **THREE (3)** sources of job analysis information.

(15 marks)

(b) Select and describe **TWO (2)** external recruiting sources that you think would be most effective for filling the production engineer position at Amgen.

(10 marks)
(Total: 25 marks)

QUESTION 3

(a) Describe **TWO (2)** initial assessment methods you would use in external staffing decisions at Amgen. Explain your answer.

(10 marks)

(b) Propose **THREE (3)** evaluative assessment methods you would use in Amgen's external staffing decisions. Justify your recommendations.

(15 marks)
(Total: 25 marks)

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QUESTION 4

(a) Assume that Amgen, after considering its options, decided to use the following selection methods to assess applicants for the production engineer job; resume, work samples test, structured interview, and job knowledge tests.

After extensive selection out of a pool of 10 initial applicants, it was able to come up with a list of three finalists.

Shown in the accompanying exhibit B are the results from the assessment of the three finalists using these selection methods. In addition, information from an earlier resume screen is included for possible consideration.

For **EACH** finalist, you are to decide whether you would be willing to hire the person and explain the reason for your decision.

Note: Refer to Exhibit A & Exhibit B

(15 marks)

(b) Describe the approach you would use in the presentation of the job offer. Explain the advantages of the approach that you have chosen.

(10 marks)

(Total: 25 marks)

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Exhibit A: Job Description of Production Engineer

I. Description

- Organize, implement and maintain production process flow
- Develop working instructions, workmanship standards and process documents, and ensure they are followed
- Improve continually existing operation, for increased quality, productivity, efficiency and cost savings
- Manage manufacturing documentation required for product manufacturing i.e. revise drawing, BOM, accurate work instructions and workmanship standards and process procedures

II. Requirements:

- B.Sc. Electrical Engineering
- 5+ years experience
- Proven track record and working knowledge in Electrical/Electronics manufacturing industry
- Good knowledge of cell custom build, lean Manufacturing, six sigma and ISO methodology
- Pleasant disposition, positive working attitude with good interpersonal skills.
- Tasks oriented, detailed and thorough in work delivery.
- Good computer and presentation skills.
- Work location based at Singapore.

Exhibit B – Results of Assessment of Finalist for Production engineer

	Finalist 1 – Dollah Saleh	**Finalist 2 – Mariam De Souza**	**Finalist 3 – Libby Lim**
Resume	CGPA 3.5 University Malaya B.Sc. Electrical Engineering 3 years' experience in administration	CGPA 2.9 National University of Singapore B.Sc. Electrical Engineering 5 years' experience in electronics industry	CGPA 3.2 Multimedia University Masters in Electrical Engineering No working experience
Work sample test	90 % Excellent Rating	80% Good Rating	60 % Average Rating
Structured interview	70% Above Average Rating	80% Good Rating	50 % Average Rating
Job Knowledge Test	90% Good Rating	80% Good Rating	90 % Excellent Rating

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